

We have high hopes for our children, and further, for the seven generations of children to come. To realize these hopes, we must first set forth our vision and expectations for our future generations.

Our vision must clearly state what we wish for our community and our people so that we can hold our leaders and ourselves accountable for making our vision for the future come true.

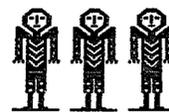
We have a tribal government that we have charged with helping us determine how to make our desired future a reality. Our government cannot make our desired future happen without us. We have given the direction, and we expect our organizations to provide the leadership.

As individuals, we commit ourselves to take action and make possible our desired future.



Tomorrow

TOMORROW



TRIBAL COUNCIL

COMMUNITY VISION

We the people of the Confederated Tribes of Warm Springs, since time immemorial carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.

RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

The Tribal Council is our governing body, which includes responsibility for the executive, legislative, judicial and corporate aspects of our tribal government.

Without the Council's leadership, the Comprehensive Plan's vision, goals and benchmarks would be very difficult to achieve.

The Tribal Council's primary responsibility is to carry out the objectives of our Constitution and By-Laws, which includes promotion of our advancement and protection of our treaty rights, resources and sovereignty. Much of the Comprehensive Plan is focused on these areas. In addition, several of the Tribal Council's adopted priorities complement the Comprehensive Plan.

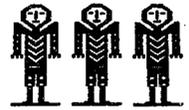
As our leaders, Council members make the key decisions, such as authorizing referendums, on behalf of the people. Since 1983, the Council's actions have led to achievement of the Health and Wellness Center, Early Childhood Education Center, the Museum at Warm Springs, Elder Care Assisted Living Facility, reconstruction of Kah-Nee-Ta Village, and development of Indian Head Casino, among a number of other projects.

Tribal Council also initiated the Scholarship Fund, Senior Citizens Pension Fund and the "Rainy Day" Fund (Revenue Reserve Fund).

The following chapters of the Comprehensive Plan encompass goals and directions for our government branches. Involvement of Tribal Council and the community will be necessary to implement the Comprehensive Plan.



GOVERNMENTAL AFFAIRS



ADMINISTRATIVE SERVICE CENTER AND
BUREAU OF INDIAN AFFAIRS

COMMUNITY VISION FOR GOVERNMENTAL AFFAIRS, ASC & BIA

Well structured Tribe, working together under effective leadership, which protects treaty rights and values while maintaining adequate revenue.

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

GOALS AND BENCHMARKS

- The community participates in tribal government and supports it. Government brings the community together through teamwork and good communication.
- Maintain on and off-reservation trust responsibility of federal government while exercising tribal sovereignty at all levels.
- Keep reservation intact for the benefit of current and future generations.
- Ensure adequate revenue to support efficient tribal government through long- and short-term planning.

Governmental Affairs, ASC and BIA have a lead role in the following Community Benchmarks:

1. Number of government agencies with written recognition of Tribal Sovereignty.
2. Percent of tribal members who believe they have the same or greater access to off-reservation rights than five years ago.
11. Percentage of eligible people voting in elections and referendums.
19. Number of significant cultural resource sites.

RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

GOVERNMENTAL AFFAIRS

& ADMINISTRATIVE SERVICE CENTER AND BUREAU OF INDIAN AFFAIRS

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

Reorganization streamlined tribal government into six operating branches and six administrative branches under the chief operations officer and secretary-treasurer.

Governmental Affairs and Planning branch created in 1990.

TRENDS SINCE 1983

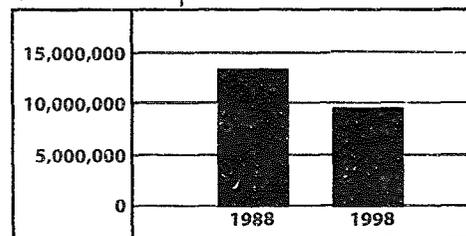
Increasing Trends:

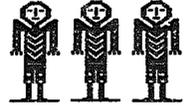
- Increase in off-reservation development which impacts Treaty rights.
- Increase in federal functions and resources transferred to state governments.
- Increase of land base through on and off-reservation land purchases.
- Increase in federal agencies that began to understand their trust responsibilities.
- Increase in cooperative agreements and contracting with BIA and I.H.S. through PL638.

Decreasing Trends:

- Decrease in federal resources for Treaty rights protection.
- Decrease in unobligated money in the General Fund.
- Decrease in timber receipts.

Timber Receipts have Decreased





ACCOMPLISHMENTS SINCE 1993

- Declaration of Sovereignty written and approved.
- Ordinances enacted for safety and to protect natural resources (i.e., Flood Code, IRMP & Range Management).
- Approved inter-governmental agreements to support tribal interests (i.e., U.S. Forest Service, ODOT & BLM)
- Asserted and formalized tribal preference policy.
- Tax exempt bonds financed Early Childhood Center and Health and Wellness Center.
- Senior Citizens Pension Fund created.
- Education Scholarship Fund created.
- Revenue Reserve Fund ("Rainy Day" Fund) created.
- Budget ordinance enacted to clarify process and to ensure input before approval.
- First Tribal Census carried out.
- Water negotiations initiated with State of Oregon.



Issues

RESOLVED ISSUES

Communication opportunities in the community have increased through expanded media (KWSO) and development of a communications plan.

A measurement and reporting system is planned to show progress in accomplishing community goals and benchmarks.

ONGOING ISSUES

Communications/Participation Are there enough Tribal Members participating in community decisions? Are tribal members informed? Do tribal members have a clear understanding of tribal organization policies? Would cable television enhance communications?

Budget/Finance Are we managing our finances for short and long-term needs?

Sovereignty Are we protecting our current and future sovereign rights? Are outside agencies and communities recognizing our sovereignty?

Education/Youth Involvement Are our youth learning about tribal government and important issues?

Operational (customer service, teamwork, policies) Are departments working together to achieve common goals and to address common issues?

Committees Are the committees being effective "eyes and ears" of Tribal Council?

Tribal Council Is Tribal Council accountable to the people's issues?

GOVERNMENTAL AFFAIRS

& ADMINISTRATIVE SERVICE CENTER AND BUREAU OF INDIAN AFFAIRS

NEW ISSUES

Revenues How can revenues be increased and diversified to sustain our economy and sovereignty?

Services Which services could be converted to tribal member businesses?

Other Priorities

FACILITIES ISSUES

- Security and space for tribal records.
- Additional office space for government services.
- Technological infrastructure.
- Other facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Design and implement community-based community planning process.
- Legislative process, including codification of tribal laws.
- Organization-wide records management plan.
- Administrative rules to ensure tribal member involvement in lawmaking process.
- A community information process enhances understanding and support of tribal values, needs, goals, plans and services.
- Intergovernmental agreements protect tribal rights and resources in ceded lands and other traditional use areas.

Operational Goals, Cont'd.

- Tribal services provide for needs which individuals, families and businesses cannot provide.
- Stable tribal revenues allow consistent budget appropriations for services and operations.
- Catalogue and track inter-governmental agreements.

Areas of Responsibility

Sovereignty, Treaty Rights, Communications/Community Participation, Intergovernmental Relations, Enrollment, Records, Comprehensive and Community Planning, Government Organization/Structure.

Governmental Affairs Director:

Educate and monitor federal, state and tribal agencies regarding Treaty and other rights, including relationship to natural resource health.

Compile and evaluate habitat inventories of treaty resources from tribal, state and federal agencies.

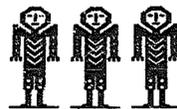
Coordinate, as needed, tribal and state legislative activities and other issues.

Coordinate and help administer special projects with tribal and federal agencies (i.e., In-lieu and repatriation).

Trust Responsibility:

With the amendments to P.L. 93-638 which encourage self-determination contracting by tribes, several programs which were BIA operated in 1983 are now contracted and run by the CTWS. The BIA still has the ultimate responsibility for trust resources, however, the tribes run the programs which provide reservation services. The proposed Cooperative Agreement between the BIA and the CTWS for Natural Resources programs includes





Areas of Responsibility, Cont'd.

elements of the following programs: Forestry, Fisheries, Wildlife, Range Management, Soils, Geographic Information Systems, Water Management. Remaining BIA programs include elements of Natural Resources (policy and trust oversight), Realty, and Forestry (sales and administration). Social Services still is primarily a BIA program. Individual Indian Monies (IIM) functions have been taken over by the Office of the Special Trustee and are no longer a part of the BIA. Roads is a BIA run program.

(Source-Code of Federal Regulations 25)

The extent and nature of the federal trust responsibility to Indians and Indian governments is still open to legal interpretations by courts and federal administrators, as it was in 1983. The President's Executive Memorandum of April 29, 1994 on Government-to-Government Relations with Native American Tribal Governments, as well as the Executive Order of May 14, 1998 on Consultation and Coordination with Indian Tribal Governments, requires that federal agencies consider the impacts of their actions on tribal governments. In addition, Secretarial Orders No. 3175, "Departmental Responsibilities for Indian Trust Resources," (November 8, 1993) and No. 3206, "American Indian Tribal Rights, Federal-Tribal Trust Responsibilities and the Endangered Species Act" (June 5, 1997), now explicitly recognize the obligations of the federal government in its relationships with tribal governments and trust resources.

A strong open working relationship exists between the BIA and tribal Natural Resources staff at the Warm Springs Agency. This relationship contributes to furthering the Tribal Council's policies on holding the United States firmly accountable for the trust resources documented in the Treaty of 1855 and federal law and regulations.

The allotted landowners of the Warm Springs Reservation, who are heirs of the original 179,000 acres of allotted lands, are also beneficiaries of the federal trust responsibility. Although greatly reduced in acreage in recent years due to an active land purchasing program funded by the Tribes' annual budget, there are still over 20,000 acres of individually owned allotments. These lands are managed by the BIA for the benefit of the individual owners.

The allotted lands purchased by the Tribes become part of the tribal land base and stay in trust ownership, thus avoiding the "checkerboarding" problem so common on other reservations. The intact land base of the Warm Springs Reservation has enabled the Tribal Council to effectively negotiate with the State of Oregon and federal agencies on water rights, fishing and hunting, land use regulation and other issues, keeping the problem of conflicting jurisdictions from affecting the Tribes' sovereign status.

Planning:

Update, facilitate, maintain, and monitor community-based planning processes, including Comprehensive Plan, community plans and Infrastructure Plan.

Report on plan implementation progress, including benchmarking.

Research funding opportunities and write proposals and grant applications.

Coordinate projects and provide intergovernmental liaison support.

Coordinate long-range planning with short- and mid-range plans, such as IRMP, ODEP and other management plans.

GOVERNMENTAL AFFAIRS

& ADMINISTRATIVE SERVICE CENTER AND BUREAU OF INDIAN AFFAIRS

Areas of Responsibility, Cont'd.

Record Center:

Provide safe, off-site storage of tribal records for information, reporting contractual and legal defense needs of the organization. Provide quick and cost-efficient record retrieval. Assist in providing electronic data management of all tribal records; preserve historical and archival records. Continue special research projects, providing pertinent information to ensure the tribe makes informed decisions.

Legislative:

Maintain database on tribal laws and policies.

Provide project support services, including electronic data management, oral histories and grant applications. Provide tribal member access to important tribal documents, tribal codes, treaty, constitution, ordinances, reports, and inventories.

Vital Statistics:

Keep accurate and up-to-date records of tribal membership.

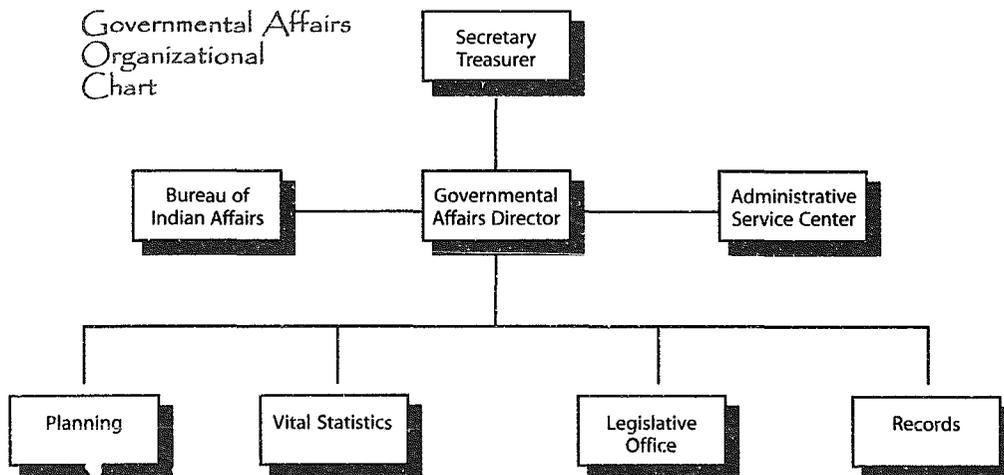
Budget and control the distribution of per capita, trust, senior citizen pension, funeral grants, and fire donations, as specified by resolution.

Ensure fair and impartial elections.

Administrative Service Center:

Provide staff support services to Tribal Council and committees.

Governmental Affairs
Organizational
Chart



LEGIBILITY STRIP



TRIBAL COURT

COMMUNITY VISION FOR TRIBAL COURT

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time memorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

Our legally trained court staff asserts full jurisdiction according to the Treaty and Constitution, promoting a respectful and safe community. Our justice services and probate estates are efficiently and timely conducted.

GOALS AND BENCHMARKS

- The Tribal Court works effectively with all tribal members and tribal service providers.
- Well-trained Tribal Court staff process all cases in a manner that is efficient, timely and fair.
- Tribal Court provides ongoing feedback and education to the community.
- Tradition and culture of the Confederated Tribes of Warm Springs are utilized in Tribal Court.
- More effective programs are provided to work with our youth, allowing them to act responsibly.
- Community members are accountable and assume responsibility for their actions toward compliance with court judgments.

Tribal Court has a lead role in the following Community Benchmarks:

2. Percent of tribal members who believe they have the same or greater access to off-reservation rights than five years ago.
29. Percentage of community members adversely affected by personal substance abuse.
31. Accidental deaths per 1000 population.
33. Number of injuries, deaths and accidents caused by substance abuse and other preventable causes.
35. Number of reported crimes per 1000 against people and property.

RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We are a healthy, safe, productive and knowledgeable people.

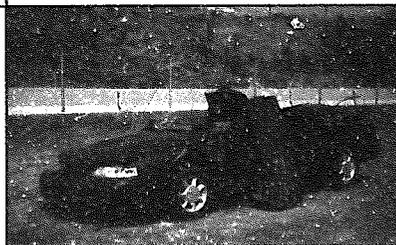
TRIBAL COURT

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

- 1983 - Warm Springs Tribal Code revision.
- 1983 - Law and Order Committee, which received judicial issues concerns and complaints, phased out.
- 1985 - Juvenile coordinator position developed. Position provided diversion program and to the court. Originally supervised by the juvenile judge. Later moved to chief judge and in 1995 moved to Public Safety Branch.
- 1986 - Court administrator removed as Court of Appeals clerk, Appellate Court secretary hired.
- 1988 - Court expansion.

The Tribal Court Judges, Administration and Probate departments were able to move to the bottom floor of the old administration building. There had been a total of three judges and a secretary, three probate employees and eight court administration staff employees in the office space now occupied by Tribal Prosecution and Parole and Probation departments. Second courtroom added.



Changes Since 1983, Cont'd.

- 1989 - Duro Act (Civil Jurisdiction).

The Federal Court granted the writ holding that assertion of jurisdiction by tribes over nonmember Indians would constitute racial discrimination based on the equal protection guarantees of the Indian Civil Rights Act. In upholding tribal criminal jurisdiction over tribal members, the Act stated that tribes do not possess criminal jurisdiction over nonmembers.

In June, 1990, Tribal Council revised a code decriminalizing liquor violations and enacted Civil Jurisdiction.

In October, 1991 the House and Senate, passed HB 972 which revised this section of the Act.

- 1993 - Sexual Abuse Code Revised to include all areas of child sex abuse.

- 1993 - Automation of court system.

- 1994 - Magistrate Court created.

The Magistrate Court's purpose was to provide a forum for prosecution of misdemeanor crimes committed by non-Indians against Indian victims, which are exclusively within Federal Court jurisdiction and over Tribal and State Court's lack of jurisdiction under current United States Supreme Court rulings.

The Tribal Court hears cases where non-Indians are charged civilly with what would constitute a crime if committed by an Indian. The maximum penalty could be \$500.00 fine and/or exclusion from the boundaries of the Warm Springs Indian Reservation.

- 1995 - Parole and Probation moved to Public Safety Branch.



TRENDS SINCE 1999 XXXXX ACCOMPLISHMENTS SINCE 1999 XXXXX

Increasing Trends:

- Increase in serious and violent crimes being committed by juveniles and adults.
- Increasing number of repeat offenders.
- Increasing number of child abuse and neglect cases.
- Increasing number of alcohol and drug related offenses.
- Increasing assault and battery cases.
- Increasing requests for more traditional methods utilized by family members in deciding disposition.
- Increasing usage of Tribal Court in family and domestic issues especially in Abuse and Prevention Code.

Decreasing Trends:

- Decreasing public acceptance of court decisions.
- Need for faster turn around in court for juvenile offenders.
- Turn over of court staff.

- Warm Springs Tribal Code revision.
- Juvenile Coordinator position developed.
- Bailiff/Process server position.
- Court of Appeals established.
- Court expansion.
- Probate Department moved, but still under Chief Judge supervision.
- Sex Abuse Code revised.
- Elder Abuse Protection Code adopted.

Issues

RESOLVED ISSUES XXXXX

- Family and Elder abuse codes revised and passed, to provide for immediate protection.
- Juvenile Diversion Program resolving cases informally.
- Court expansion to provide additional services for probate, juvenile and appeals.

LEGIBILITY STRIP

TRIBAL COURT

ONGOING ISSUES

- How do we improve communication between Tribal Court and the public?
- How can we help youth develop a sense of community pride and identity?
- Which recreation sites and areas need to be closed or restricted to public use?
- How much control is needed on busy and dangerous sections of highways?
- Should separation of powers be enforced?
- How can we better manage our records?

NEW ISSUES

- How can we ensure equal enforcement of laws?
- Do we need a Family Court?
- How can we be tougher on juvenile offenders and make parents responsible?
- Do we need a Law and Order Committee?
- What should be done about the high number of inmates in jail?
- How can we have strict enforcement of Child Support Laws?
- Do we need to encourage marriage more?
- What can we do to be tougher on drug offenders?
- How can we reduce the number of jury trials that are canceled or postponed?

New Issues Cont'd.

- Our support systems are beyond repair. When can we get needed new court recording systems and computers?

Other Priorities

FACILITIES ISSUES

- How can we provide more parking spaces?
- Need an additional courtroom.
- Other facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Well-trained Tribal Court staff processes all cases in an efficient, timely, fair and just manner.
- Develop creative alternatives of sentencing and case disposition by focusing on accountability, responsibility, and effective rehabilitation.
- Enhance skills and knowledge of judges in law (tribal, federal and state), customs, research, writing, communications and dispute resolution.
- Judges appropriately utilize traditional and customary values.
- Clear up backlog of court cases and shorten average length of judge trial cases to 90 days.
- Tribal Court utilizes the local radio station, Spilyay newspaper and local posters in communicating with community.



Areas of Responsibility

Court Administration:

Coordinate the preparation of court cases from opening to closing.

Chief Judge:

Protect all individual rights as guaranteed by the Constitution and the Law and Order Code. Guide and supervise work of other judges. Preside over all cases presented to the court.

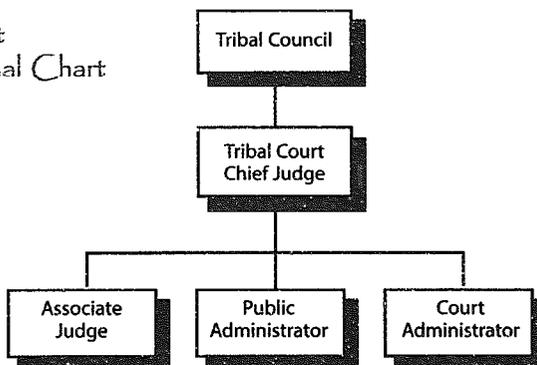
Public Administrator:

Process probate cases. Conduct and oversee the search for wills that decedents may have filed. Prepare will on request. Oversee asset distribution.

Appeals Court:

The Appeals Court is where our people come if they think their civil rights or other kind of right has been violated after appearing in our Tribal Court.

Tribal Court
Organizational Chart





PUBLIC SAFETY

COMMUNITY VISION FOR PUBLIC SAFETY

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

Parents are positive role models to our youth. We enjoy many different kinds of leisure activities. The middle and high schools in Warm Springs have low drop out rates. We choose not to abuse alcohol or drugs or participate in violent acts. We have responsible police and fire departments in community and rural areas. Warm Springs is a safe community.

GOALS & BENCHMARKS

- We respond quickly and strictly enforce laws in all areas of Warm Springs, including rural areas.
- We have more Indian police officers and all employees are well trained and paid.
- Parents are able to control juveniles and their behavior.
- Our community has overcome vandalism, gangs, violence, crime and killing.
- The Tribe has the ability to reprimand and punish juveniles with effective consequences for juvenile crimes.
- Public Safety teams up with our community to provide neighborhood help and supports efforts to provide homes for the homeless.
- As individuals we take responsibility for ourselves, and as parents, we hold ourselves accountable for our children.

Public Safety has a lead role in the following Community Benchmarks:

29. Percentage of community members adversely affected by personal substance abuse.
31. Accidental deaths per 1000 population.
33. Number of injuries, deaths, and accidents caused by substance abuse and other preventable causes.
35. Number of reported crimes per 1000 against people and property.

RELATED COMMUNITY GOALS

Our tribes work together to protect Treaty and other rights, tribal values and sovereignty.

We are a healthy, safe, productive and knowledgeable people.

PUBLIC SAFETY

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

- Parole and Probation Department, Legal Aid Department and Court Administration were added to the Public Safety Branch in 1994.
- Victim Assistance Program was established.
- Women's and Children's Shelter established in 1995.

TRENDS SINCE 1983

Increasing Trends:

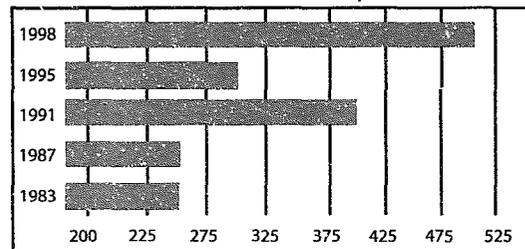
- Alcohol and substance abuse (adults and children detox holds).
- Increase in traffic on Highway 26
- Dependency on tribal government to "fix" family and social problems.
- Rural housing.
- Accidents.
- Permanent population growth (tribal and non-tribal members).
- Transient population (tourists, summer/seasonal workers, etc.).
- Gang activity.



Increasing Trends, Cont'd.

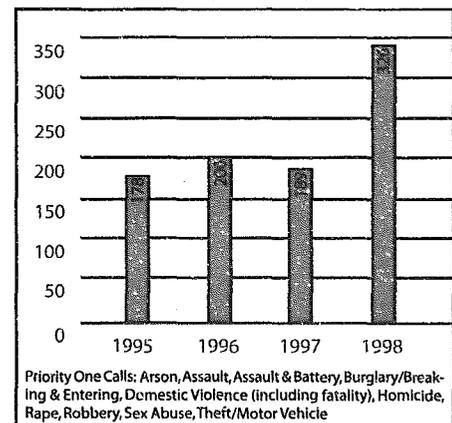
- Criminal activity, criminal cases and court trials.
- Domestic violence.
- Child abuse/neglect.
- Ambulance transports.

Increasing Ambulance Transports



- Fire calls.
- Search and rescue operations.
- Warm Springs Police Priority 1 calls.

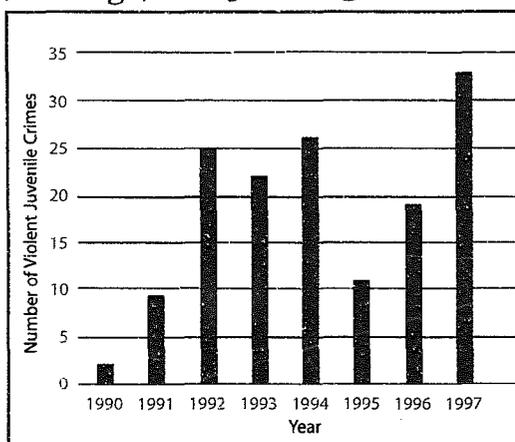
Increasing Priority One Calls





- Juvenile crime and offenses (MIP, truancy, graffiti, vandalism, etc.).

Increasing Violent Juvenile Crimes



- Major crime prosecution through federal court.
- Hazardous materials transportation on Highway 26.
- Fish and game violations.
- Repeat offenders.
- Floods and other disasters.

Decreasing Trends:

- Tribal and federal funding sources.
- Time available for officers to spend on any one case due to increase in call volume.
- Responsibility for individual behavior.
- BIA and IHS services.

- Grants for development of projects.
- Federal resources.
- Traffic citations.
- Stability of family unit.

ACCOMPLISHMENTS SINCE 1990

- Dog Control Program, which includes licensing, vaccinations and spay/neuter.
- Hazard reduction from fire and floods.
- Fish and Game Patrol division established.
- Fire and Safety gained a Prevention/Training Officer in 1991 to promote public education of fire hazards through home inspections and training in safety related issues.
- Justice Service Plan - the philosophy that will guide law enforcement services.
- Police Firearms Range established at lower Shitike Creek.
- Orientation to Tribal Government and cultural traditions for all PSB employees.
- Code of Ethics established for PSB personnel.
- Improved relationships established between state, local, and tribal governments.
- Increased tribal member employment.
- Improved communication with the community through participation in information fairs and Community Night Out.

PUBLIC SAFETY

The most important partner in Public Safety Benchmarks is the individual community member. Without the committed and supportive participation of our people, Public Safety can only have a limited effect on making Warm Springs a safe community.
Public Safety Fire - Medic

Accomplishments, Cont'd.

- Juvenile Coordinator position established.
- Senior Citizen Abuse Code adopted by Tribal Council in 1998.
- Victim Assistance Program established.
- Women's and Children's Shelter established in 1995.
- Expanded and remodeled jail facility.
- Addition of Truancy/School Resources Officer.
- Grant funded Community Policing Officer position.
- Community Policing Division established in 1999.
- Fire and Safety Apprentice Program established.
- Permanent funding through BIA for drug enforcement.
- VOCS Director secured increase in grant funding.

Issues

RESOLVED ISSUES

- Stray dog problem has improved with the Tribal Sanitarian and the Warm Springs Police Department actively enforcing the Dog Ordinance.
- Jail facility remodeled to bring 1983 building and facility up to code.
- Elements were put into place to reduce hazards from future fire and flood disasters.

ONGOING ISSUES

Attitudes and Law Enforcement: First identified as issues in the 1983 Comprehensive Plan, when citing the establishment of the Justice Services Branch in 1981 and hiring a manager to correct what were considered serious problems with law enforcement services. Specifically, these were: lack of policy direction, fragmented and disorganized services, lack of consistency, lack of community respect for law enforcement, and low police morale. How can law enforcement personnel show sensitivity and respect to the community? Do our law enforcement personnel show positive values and conduct themselves in a manner that reflects high standards?

Substance Abuse: How can we work to reduce alcohol and drug problems in the community?

Fire Protection and Fire Hall: Do we have adequate fire protection for our community? Do we have an adequate fire department and substations in Simnasho, Sidwalter Flat, Metolius, and Seekseequa areas?

Personnel: Additional emergency personnel have not been added although reservation population has grown significantly. Do we have enough police officers and fire-medics to adequately protect/serve our growing population?

NEW ISSUES

Disaster Planning: How can we be prepared to respond to fire, flood, other major disasters, and disruptions to the community and minimize loss of life and property damage?

Community Programs: Do we have enough active Neighborhood Watch Programs?



New Issues, Cont'd.

Tribal Member Affirmative Action: Are we hiring more tribal members?

Familiarity: Are our Public Safety employees and volunteers familiar with the Warm Springs Reservation addresses and building locations?

Seat Belt/Child Restraint Law: What can Public Safety do to encourage the proper use of seat belts and child restraint seats to reduce injury and death from motor vehicle accidents?

Operational Goals, Cont'd.

- Minimize employee racism/prejudice.

Other Priorities

FACILITY ISSUES

- Separate juvenile detention facility is needed to meet current code requirements and space needs.
- Legal Aid building.
- Agency fire station.
- Women's shelter.
- Rural Substations (fire/EMS and police).
- Other facility issues identified in Land Use, Transportation, and Community Plans Chapter.

OPERATIONAL GOALS

- Reduce crime and increase crime prevention activities and awareness.
- Develop and implement workplace and home safety programs.
- Identify and maximize use of non-tribal resources to improve services to community.

Areas of Responsibility

Public Safety Services:

The protection of life and property of tribal and community members on the reservation. Oversee police personnel in the detection, investigation, apprehension and prosecution of major and minor crimes.

Corrections/Detention:

Responsible for maintaining the safety of staff, inmates and visitors to the detention facility. Supervision of staff and scheduling, training, certification and accreditation of the staff and facility.

Patrol Division:

Patrol assigned areas within the reservation boundaries to maintain law and order on the reservation. Prevent crime and enforce laws and regulations.

Fire & Safety:

Develop and implement policies and practices to protect life and property through fire suppression, fire prevention and emergency medical services.

Fish/Game Enforcement:

Investigate incidents and take appropriate action in the protection of tribal natural resources: fish, big game, water, woodcutting, traditional foods and grasses. Protection of usual and accustomed fishing sites on and off-reservation as well as Treaty areas.

Investigation Division:

Investigate reported crimes and other cases referred to the investigation division. Supervise detectives and police personnel at crime scenes in the investigation, apprehension and prosecution of major and minor offenses of crimes.

LEGIBILITY STRIP

PUBLIC SAFETY

Areas of Responsibility, Cont'd.

Prosecution Services:

Prosecute criminal and civil cases in the Warm Springs Tribal Courts on behalf of the Tribes, and in accordance with tribal, federal and state guidelines and traditional, customary and community values.

Juvenile Coordinator:

Develop, implement and maintain juvenile diversion program and act as presenting officer for juvenile cases.

Parole & Probation:

Provide services in accordance with existing tribal laws, rules of the court, policies, procedures, and administrative guidelines.

Legal Aid:

Oversee and administer the legal aid service programs by counseling and/or representing clients in Tribal Court.

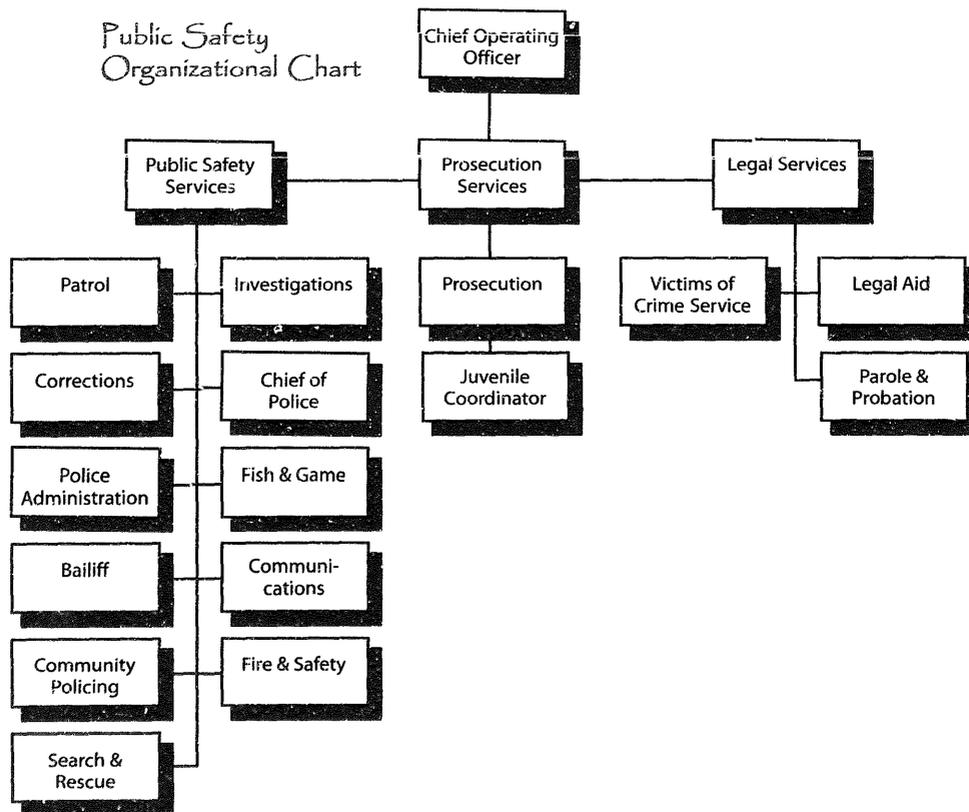
Tribal Victim Assistance:

Manage the shelter operations and services for the victims of crimes.

Other Areas of Responsibility include:

Police Administration, Hydro Security, Kah-Nee-Ta Security, Patrol Division Projects - COPS Fast Grant, Court Bailiff, Search and Rescue, Communications, and Family Mediation.

Public Safety
Organizational Chart



HUMAN SERVICES

& INDIAN HEALTH SERVICE



COMMUNITY VISION FOR HUMAN SERVICES

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

We have a community of healthy and stable families who support one another. We make healthy choices which protect and nurture our youth, families and elders.

GOALS & BENCHMARKS

- Parents are supportive and provide structure and guidance for their children.
- Our people are successful and self-sufficient, and enjoy more activities in the community.
- Substance abuse has been overcome and the community is much less violent.
- Programs focus more on prevention and education.
- The federal government maintains its trust obligation.

Human Services and I.H.S. have a lead role in the following Community Benchmarks:

8. Percent of people/families dependent on welfare.
28. Enrolled members average age of death.
29. Percent of community members adversely affected by personal substance abuse.
30. Percent of all children who reside on the reservation that are current on their immunization status.
31. Accidental deaths per 1,000 population.
32. Children born with Fetal Alcohol Syndrome or Fetal Alcohol Effect per 1,000.
33. Number of injuries, deaths and accidents caused by substance abuse and other preventable causes.
34. Percent of deaths related to chronic diseases and alcohol use.
36. Pregnancy rate per 1,000 females age 10-17.

RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our homes and community are sources of pride and we have various choices of where to live.

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

- Integrated Community Health Promotions with Community Health Education, while implementing consistent physical exercise opportunities and establishing a local community physical therapy program.
- Shifted Health Education away from planning to active participation in health and wellness activities.
- Implemented comprehensive policies and procedures for branch programs to be in full compliance with all laws.
- Recovery House closed, inpatient services shifted off the reservation.
- Contract health services changed to tribal Managed Care Program, 638 funded contract by Indian Health Services.

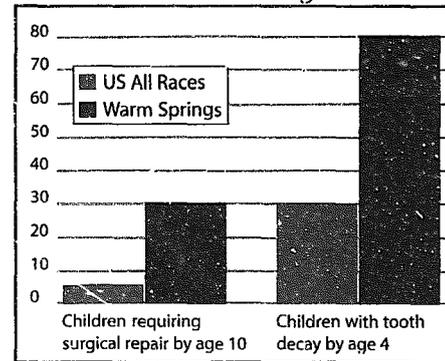
TRENDS SINCE 1983

Increasing Trends:

- Prevalence of diabetes, all ages.
- Population growth since mid-1980s and projected growth rate.
- Number of individuals choosing substance free lifestyles.
- Local availability of health service providers on the reservation.

- Prevalence of dental caries (tooth decay) in children ages 3-4 years and 7-8 years.

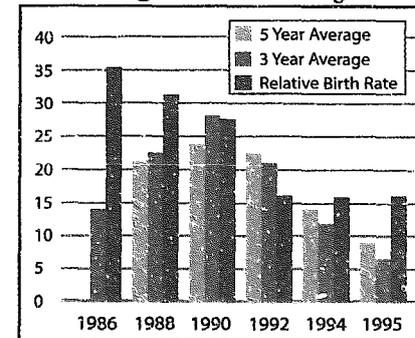
Children's Tooth Decay is Increasing



Decreasing Trends:

- Tribal fiscal appropriations.
- Unhealthy dependence on social services.
- Fetal alcohol syndrome births.
- Out of home placements for children.
- Birth rate.
- Infant mortality rates.

Decreasing Infant Mortality Rate





ACCOMPLISHMENTS SINCE 1987

- Tribal members continue to represent largest percentage of branch employees.
- Tribal strategy focused on prevention in 1987.
- Secured IHS funding for residential "Demonstration Project" and later appropriated tribal general funds to continue to support inpatient treatment.
- Increased compliance with confidentiality laws.
- Increased outpatient services; provided inpatient treatment off the reservation.
- Social Services reshaped and aligned to better meet the needs of the community.
- Managed Care/Health Insurance Program developed to cover costs of services not provided by IHS.
- Improved self care and nutrition health promotions.
- New clinic built through joint venture agreement.

Issues

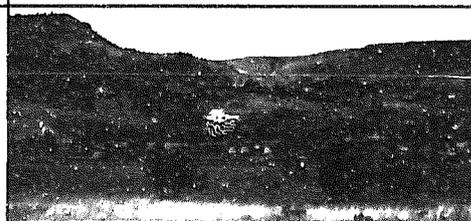
RESOLVED ISSUES

- New health care facility built (1993).
- Health services supplemented and improved (i.e. providing major medical insurance for tribal members, implemented Managed Care).

ONGOING ISSUES

- Trust responsibility maintained.
- Continue incorporation of cultural, spiritual practices into modern health practices.
- Centralized client record system for all Human Services programs not in place.
- Maintain an updated health care and social services plan.
- Emphasis on strengthening the family unit and self-sufficiency.
- Emphasis on family education programs.
- Green lawns for family and athletic activities.
- Parents, kids and communities plan activities, not staff.
- Capital Projects: swimming pool and multi-use youth camp facilities.
- Reduce drug abuse.
- Implement dietary programs to reduce health problems.
- Community members participate in Wellness program, not just employees.
- Parents need to be more involved with kids.
- Community support groups needed for parents.
- Tribal government becomes an active family oriented service organization.
- Family and churches do more intervention.
- More community volunteers needed.

LEGIBILITY STRIP



HUMAN SERVICES & I.H.S.

Ongoing Issues, Cont'd.

- Men take leadership responsibilities.
- Families teach children ethics.
- Fewer people cycled through formal system.
- Stricter drug laws.
- Tribal leadership to be substance free.

NEW ISSUES

- Reduce adolescent pregnancy; increase sex education.
- Increased and more severe violence.
- Need for in-patient treatment center.
- Campaign against smoking and smokeless tobacco.
- Proactive community wellness education and activities.

Other Priorities

FACILITIES ISSUES

- Capital Projects: swimming pool and multi-use youth camp facilities.
- Other facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Partner with Education, Human Resources, I.H.S., Health/Welfare, Public Safety and other community advisory groups.
- Partner with Housing, Education, Public Utilities, Land Use Planning.
- Effective management of appropriated fiscal resources are in place.
- Tribal influence is extended over all reservation health services.
- Partner with other federal and state resources.



Areas of Responsibility

Human Services:

Assure that all aspects of human services are carried out in accordance with tribal goals and objectives. Identify health and social service needs, oversee design, implementation, and evaluation of programs and services designed to meet those needs.

Community Health Education:

Oversee and facilitate health education initiatives.

Child Protection Services Center:

Ensure that residential foster care standards are met.

Child Protection Services (CPS):

Ensure the daily operations of the Children's Protective Services and its subservient programs and services, and maintain such services in a consistent manner in accordance with all applicable tribal, state and/or federal regulations. Integrate standards with existing tribal values and customs.

Community Wellness Center:

Provide properly supervised recreational activities and fitness programs in a safe environment.

Community Health Services:

Direct supervision of community health services programs, i.e., MCH, WIC, CHR, Home Health, Physical Therapy and Recreation Programs. Assess need for a community-based care of elders and disabled persons. Carry out Healthy Kids project.

Social Services:

Develop and maintain a system of services resulting in general assistance recipients resolving their barriers to becoming employed and ultimately self-sufficient.

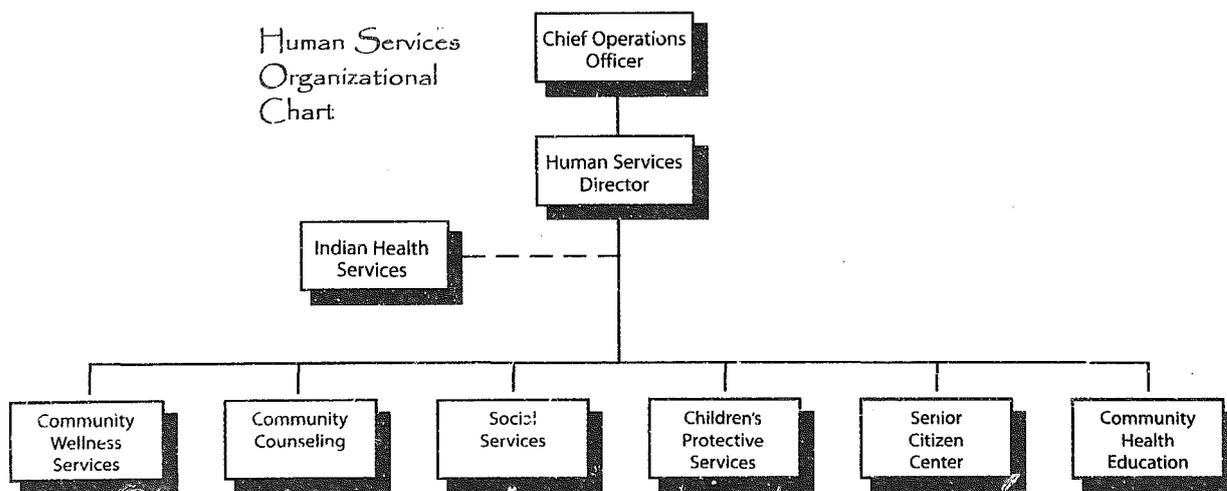
Senior Citizens:

Responsible for the effective and safe operation of all senior department programs.

Other Areas of Responsibility include:

Community Counseling and Employee Assistance Program.

Human Services
Organizational
Chart





EDUCATION & PERSONNEL

COMMUNITY VISION FOR EDUCATION & PERSONNEL

We value, promote and support lifelong learning, personal growth and professional advancement.

GOALS AND BENCHMARKS

- Individuals demonstrate knowledge of tribal government and history.
- Educational achievement is positively recognized.
- Tribal elders teach and preserve culture and traditions.
- Tribal members complete high school and college at a higher rate and within a shorter time period.
- Families utilize resources for maximum benefit to youth and children.
- Parents assume responsibility for their children's education.
- Youth experience positive educational, leadership and recreational activities.
- Youth are productive, contributing members of the community.

Education & Personnel have a lead role in the following Community Benchmarks:

3. Percentage of students receiving tribal scholarships who annually meet or exceed eligibility standards.
4. Percent of 9th grade students who complete high school within four years.
5. Percent of college students completing four-year degrees.
6. Percent of students completing vocational education.
7. Percent of unemployed work force actively seeking work.
9. Percent of sixth grade students who understand their tribal histories, cultural values and government.
10. Percent of adult enrolled members that have completed high school and/or obtained a GED.
20. Percent of enrolled tribal members able to speak their native language.

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our growing economy meets the income, employment and business needs of our community.

EDUCATION & PERSONNEL

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

- Increased early childhood and care services with construction of a central facility.



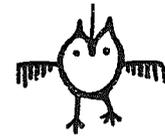
- Established tribal trust fund and guidelines for higher and vocational education scholarships.
- Established a Native American Teacher Education partnership with Eastern Oregon University.
- Human Services reorganization created a Branch of Education.
- College preparation services were provided for potential college students.
- A computer learning center was established.
- Updated the Memorandum of Understanding between the Tribe and Jefferson County School District.
- Established increased services from Oregon State University in a revised Memorandum of Understanding.

Changes Since 1983, Cont'd.

- Central Oregon Community College and Oregon State University expanded community education into credit coursework.
- Established a multimedia community and elementary school-based Indian language program.
- Developed farm and ranch plans for tribal individuals.
- Established youth leadership programs and camp opportunities in education and extension departments.
- Developed a video series on basic living skills.
- Expanded job training and work experience programs to include apprenticeships, job skills, community assistance, home construction and labor pool.
- Early childhood teachers and child care providers reached accreditation or degree completion.

TRENDS SINCE 1983

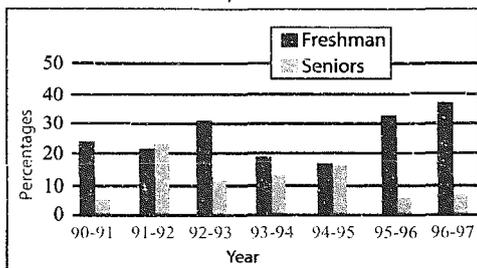
- The number of two parent and single-parent working families is rising and the demand for child care is increasing.
- There is an increased awareness and interest in learning tribal language and traditional practices.
- Adults want to earn college credits toward degree completion while working.
- More high school students with infants need child care to meet graduation and attendance requirements.



Trends Since 1983, Cont'd.

- Adults are transitioning from social services and assistance into job readiness, education and employment.
- Youth are dropping out of school before they reach high school.

High School Dropout Rate



ACCOMPLISHMENTS SINCE 1983

- Construction of Early Childhood Education Center - 100 more children served.
- College preparation services expanded.
- Language program expanded.
- Education scholarship fund created.
- Education program elevated to branch status.

Issues

RESOLVED ISSUES

- Availability of child care and preschool opportunities increased.
- Financial security for college scholarships program.
- Education reorganized for more effective results.
- Language and traditions continue to be maintained and restored.

PENDING ISSUES

- High school completion rate not improved.
- College students do not complete field of study within education plan and guidelines.
- Adults seeking permanent employment experience barriers in skill, experience and education.
- Youth and children lack strong and consistent family, community and financial support in education, employment and prevention.

NEW ISSUES

- The Warm Springs Elementary School lacks a complete funding package.
- Access to technology for educational purposes is not maximized.
- Welfare reform.
- Minor trust funds.

EDUCATION & PERSONNEL

Other Priorities

FACILITIES ISSUES

- Public library.
- Elementary school.
- Training facility.
- Other facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Management positions are filled with qualified, experienced tribal members.
- Strengthen tribal and public school partnership.
- Individuals are trained and skill-ready for employment.
- Safe, healthy, developmentally appropriate child care environments exist for all children, including those with special needs.
- Promote school readiness by enhancing the social and cognitive development of preschool children through the provision of health educational, nutritional, social and other services deemed necessary.

Areas of Responsibility

Administration:

Assure that all aspects of education, child development, work experience and skill development programs of the Warm Springs Reservation are carried out.

Education Director:

Ensure that all aspects of higher education and vocational training programs are carried out. Identify educational needs; oversee design, implementation and evaluation of programs.

Oregon State University Extension (OSU):

Work with adults and youth in the Warm Springs community. Provide educational skills to the youth through an informal system of volunteer leaders.

Culture & Heritage:

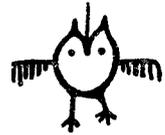
Review, approve, and monitor various reports, maps, and agreements regarding ceremonies, values, language, food, archaeology and legends to emphasize and strengthen survival of heritage and culture. Coordinate cultural presentations.

Youth Work Program:

Job coaching, profiling, service plan profiling, GED assistance and credit for work experience, job application and resume development, career planning and job search services.

Work Development Program:

Ensure quality and effective training plans, job descriptions and work site agreements exist and are actively used. On an annual basis, make sure services, assistance and training are available and provided to 75 or more different eligible individuals.



Areas of Responsibility, Cont'd.

Personnel:

Services in employment, recruitment, personnel records and human resource information emphasizing the success of the Tribal Member Preference Plan. Oversee employee grievance process and drug testing program.

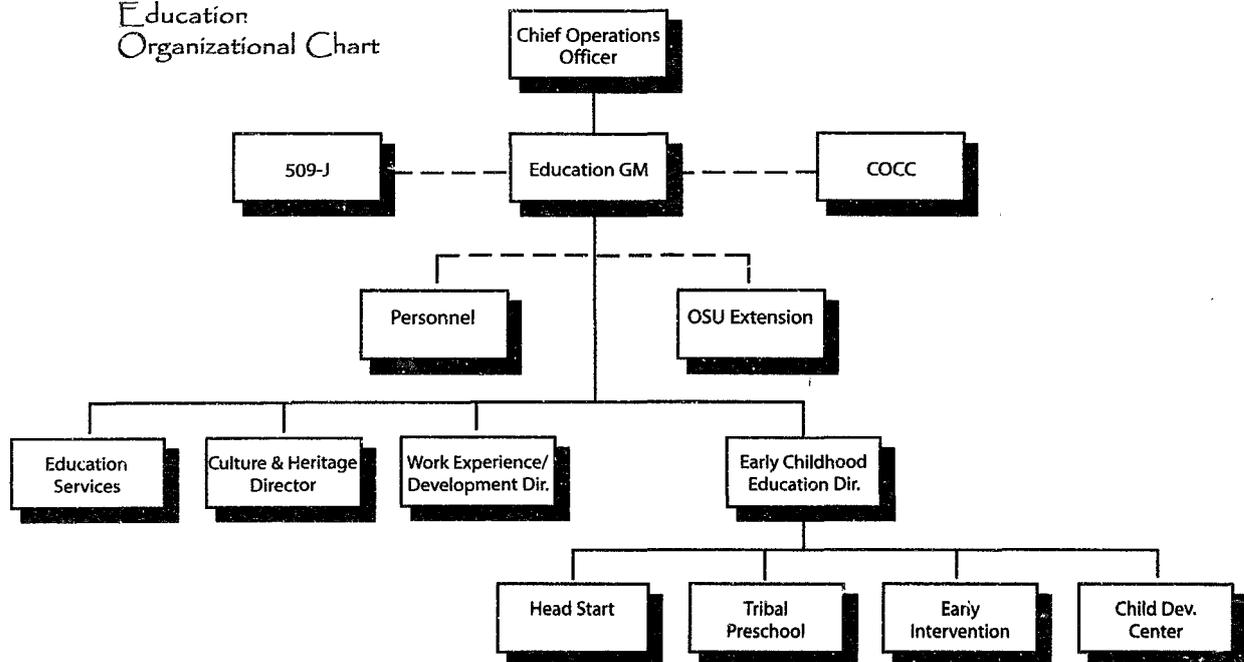
Employee Development Department:

Provide skill development and training to the employees of the tribal organization. Manage work experience and development programs and projects.

Other Areas of Responsibility include:

Tribal Pre-School, Child Development Center/Daycare, HeadStart, Early Childhood Food Service, Student Trainee, Student Success Strategies, Summer Bridge Program, Computer Learning Center, Higher Education, Language, Work Experience Development, Internship, Apprenticeship, WEDD Work Project.

Education
Organizational Chart



ECONOMIC DEVELOPMENT & FINANCE



COMMUNITY VISION FOR ECONOMIC DEVELOPMENT & FINANCE

COMMUNITY VISION

We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

Our strong and balanced economy supports our people with meaningful jobs and profitable businesses. Personal incomes meet our family needs. Our tribal revenue supports a safe and healthy reservation.

GOALS AND BENCHMARKS

- Achieve a diversified economy.
- Generate sufficient revenue to support tribal government services and jobs.
- Develop and maintain a "ready to work" force.

Economic Development and Finance has a lead role in the following Community Benchmarks:

18. Percent of residents with income below the federal poverty level.
19. Percent of tribal members with income below the federal poverty level.
20. Percent of tribal members with income below the tribal poverty level.
21. Percent of tribal members with income below the tribal poverty level.
22. Percent of tribal members with income below the tribal poverty level.
23. Percent of tribal members with income below the tribal poverty level.
24. Tribal enterprise profit.
25. Tribal enterprise dividend to general fund.
26. Tribal enterprise payroll and benefits paid to tribal members.
27. Percent of enrolled tribal workforce holding jobs in the private sector.
28. Dollar value of tribal assets.
29. Annual tribal revenue per enrolled member.
30. Number of acres zoned with infrastructure for commercial/retail use.
31. Number of acres zoned with infrastructure for industrial use.
32. Number of acres zoned with infrastructure for industrial use.
33. Number of acres zoned with infrastructure for industrial use.
34. Number of acres zoned with infrastructure for industrial use.
35. Number of acres zoned with infrastructure for industrial use.
36. Number of acres zoned with infrastructure for industrial use.
37. Timber receipts that meet or exceed 95% of current market value.
38. Percent of full-time jobs held by tribal members.
39. Number of tribal member cottage (at home) businesses.
40. Number of tribal member full-time businesses.
41. Number of major employment center jobs paying over \$20,000 per year to tribal members.
42. Number of new jobs created annually.
43. Tribal unemployment rate.
44. Tribal enterprise profit.
45. Tribal enterprise dividend to general fund.
46. Tribal enterprise payroll and benefits paid to tribal members.
47. Percent of enrolled tribal workforce holding jobs in the private sector.
48. Dollar value of tribal assets.
49. Annual tribal revenue per enrolled member.
50. Number of acres zoned with infrastructure for commercial/retail use.
51. Number of acres zoned with infrastructure for industrial use.

RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our growing economy meets the income, employment and business needs of our community.

LEGIBILITY STRIP

ECONOMIC DEVELOPMENT & FINANCE

The biggest economic development challenge the Tribes face is the need for consistent long-term leadership. Leaders who will champion economic development for the long haul; longer than 3 years. The community recognized that when the Tribal Council and Executive Management are informed and actively involved in business policy, enterprise and project development, "things get done."
 - Overall Economic Development Plan 5-Year Update, May 1998

Changes, Trends & Accomplishments Since 1983

TRENDS SINCE 1983

Increasing Trends:

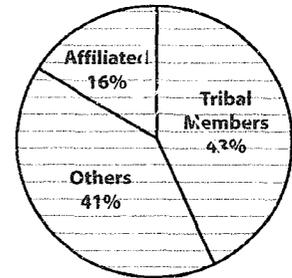
- Expectations for job creation rises with the Tribal Government.
- Single parents working outside the home.
- Poor work habits contributing to turnover.
- Tribal members wanting to start own business.
- More tribal members going to higher education and VOC training.
- Tribal members demanding more services and subsidies from all governments.
- More tribal member businesses.
- Job demand for technical/computer skills.
- Growth of Social Safety Net programs.

Decreasing Trends:

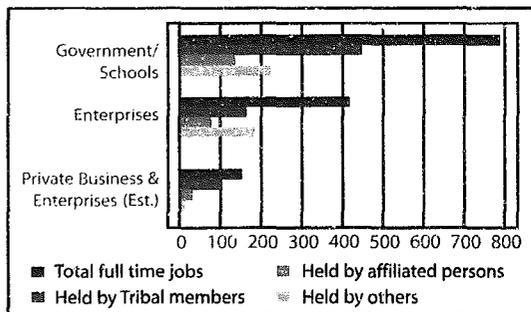
- Tribal, state and federal funds.
- Employability of people without a high school diploma.
- Jobs for unskilled and less educated workers.
- Dependence on natural resources related jobs.
- Big enterprise development.

Summary of Reservation Jobs Paying Over \$20,000 Per Year

Note: Other than Tribal Government (61%) and WSFPI (38%), tribal member employment in other employment center jobs paying over \$20,000 or more per year is less than 20%.



Full Time Jobs on the Reservation



Note: 51% of the full-time jobs on the reservation are currently held by tribal members, and 69% are held by a combination of tribal members and affiliated persons.

- Number of workers supporting a larger number of people.
- Decrease in unobligated money in the General Fund.
- Decrease in timber receipts.



ACCOMPLISHMENTS SINCE 1980

- Warm Springs Power Enterprise
- KWSO/KWSI Radio Stations
- WSFPI/Small Log Mill
- The Museum at Warm Springs
- Early Childhood Learning Center
- Health and Wellness Center
- Kah-Nee-Ta RV Park
- Small Business Center



- Indian Head Casino
- Warm Springs Plaza
- D.E. Composite Products
- Increase in tribal member small businesses
- Business grant program for tribal members
- Created construction jobs
- Generated royalties and pit restoration fees from rock resources

Issues

RESOLVED ISSUES

- Financial and technical support available to small business owners.
- Communication opportunities in the community have increased through expanded media (KWSO) and development of a communications plan.
- WSFPSI diversified operations to include small log mill and D.E. project.

ONGOING ISSUES

- Who is responsible and has the authority to create jobs on the reservation?
- Should the Tribal Council sponsor business off the reservation?
- What are the business development priorities on the reservation?
- What does the Tribal Council need in order to generate sufficient revenue to support tribal government services?
- How many tribal member jobs are needed?
- How many tribal members are trained and ready to work?
- What are the community business development plans for Simnasho, Sildwater and Seekseequa?
- What can be done to make tribal member business start-ups more efficient and effective?
- Commercial codes: Can we get more business and employers located on reservation without a commercial code?

ECONOMIC DEVELOPMENT & FINANCE

Our trading societies along the Columbia River and its tributaries practiced a traditional economic "mercantile" system found in cultural values, natural laws and beliefs... The belief that all human relatives and all of God's creation are related, remains today... This belief has created a long-term basis for our economy and a sense of balance and respect for all living things. - Overall Economic Development Plan, 5-Year Update, May, 1998

NEW ISSUES

- How do we achieve total community development?
- How will infrastructure (utilities, etc.) be planned to support economic development?
- Should we create an economic development corporation?

Other Priorities

FACILITIES ISSUES

- Facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Provide quality support services and programs.
- Acquire and maintain local business owner support and communication.
- Have business sites available for business start-up and expansion.
- Develop a financial support structure for business sector.
- Expand job opportunities.
- Develop and keep guiding documents and licensing process simple and user friendly.
- Develop and maintain supporting relationships with local and outside agencies.
- Provide opportunities for youth business development experience.
- Help develop and employ local workforce.
- Adopt commercial code.

Areas of Responsibility

Administration:

Responsible for implementing strategic and long-range reservation economic development plans. Identify, analyze and propose new jobs creating and new revenue generating projects to Tribal Council for approval.

Business Enterprise Development:

Develop and promote a comprehensive short-term (5 years) and long-term (10 years) strategic plan designed to carry the reservation into the 21st century. Plan and conduct workshops within the community and among the membership to understand the wishes of the people and incorporate this information into the plans.

Small Business Center:

Manage and promote the Small Business Development Center and Incubator program. Identify, analyze and plan local economic development opportunities. Assess business assistance needs of tribal business and private enterprises; develop courses and seminars to provide business counseling.

Construction:

Oversight of all construction and rock crushing activities to assure attainment of goals and objectives including, but not limited to, profitability, employment, project completion to specifications, quality and customer service.

Finance:

Protect the tribal financial assets and provide accurate financial information and support services to the tribal organization. Protect tribal assets; plan, forecast, direct and determine appropriate strategies and control the organization's overall financial plans and policies.



Areas of Responsibility, Cont'd.

Enterprise Accounting:

Review, monitor and assist tribal enterprises. Accounts payable.

Contracts/Affirmative Action:

Administer the central contract program and promote and ensure Indian preference.

Property:

Administer the tribal property asset system.

Cash Management/Investments:

Insure that all tribal funds are invested on a timely basis, monitor the performance of investments and seek the best possible returns.

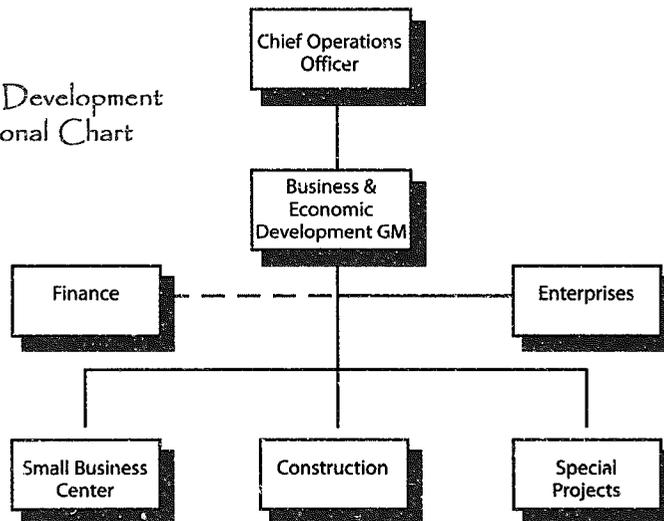
Budgets, Contracts & Grants:

Direct tribal and outside funding sources in the implementation, development, monitoring and reporting of all budgets.

Other Areas of Responsibility include:

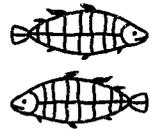
Warm Springs Plaza, Government Accounting and Risk Insurance.

*Economic Development
Organizational Chart*



NATURAL RESOURCES

& BUREAU OF INDIAN AFFAIRS



COMMUNITY VISION FOR NATURAL RESOURCES & BIA

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

Resources are in a natural condition, and are wisely managed and utilized. Significant areas of the landscape look as they did during treaty times. Cultural resources are managed and protected for the long-term benefit of tribal members. Significant cultural resources are documented and preserved. Forested and rangeland areas are managed to maintain a healthy variety of trees and plants. Erosion and bare soil have been reduced. Watershed and riparian conditions have improved. Water quality has improved to historical levels, and stream flows are at natural levels. Wildlife populations, diversity and habitat are at sustainable levels. A wide variety of recreational opportunities are available to tribal members.

GOALS & BENCHMARKS

RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

- To leave our resources in a better condition than when we received them.
- Protect and enhance cultural resources and values where root digging areas, huckleberry fields and other cultural plant sources provide sustainable harvests for tribal member subsistence and traditional uses.
- Manage for all resources and uses through an integrated approach that recognizes the importance of diversity, watershed stability and long-term productivity.
- Provide for sustainable economic and employment opportunities for current and future generations through wise use of natural resources.
- The Confederated Tribes are viewed as a national leader in ecosystem management and cultural resource interpretation.

Natural Resources and BIA have a lead role in the following Community Benchmarks:

19. Number of significant cultural resource sites.
21. Percent of reservation land maintained in its natural state.
22. Percent of carrying capacity for deer and elk populations.
23. Number of acres of productive huckleberry patches.
24. Number of acres of productive root fields.
25. Percent of stream miles meeting or exceeding water quality standards.
26. Amount of cultural food plants available for tribal member use.
27. Percent of stream miles providing healthy fish habitat.

NATURAL RESOURCES

"The inspiration for integrated resource management came from thoughtful leadership that reflects the teachings and practices of several hundred generations who relied on the resources from this land. Integrated management combines an understanding of tribal values with the knowledge to assess circumstances in the natural world. Historical, cultural and spiritual foundations have sustained our people from the time of beginning and hold many important lessons concerning what we must do now and into the future." - from the Draft IRMP II Plan

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

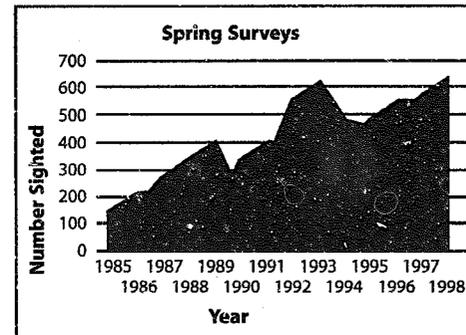
- Integrated resource management planning implemented with integration of tribal and BIA programs.
- More rangeland water developments, livestock corral renovations and fencing projects completed as requested by grazing groups.
- Recreation areas and sites disturbed by project work or fires have been seeded, rehabilitated and upgraded.
- Less revenue due to decreased annual timber harvest.
- Continued recognition of tribal sovereignty by federal, state and county agencies, and other organizations through joint planning efforts, cooperative agreements and the water rights settlement.

TRENDS SINCE 1983

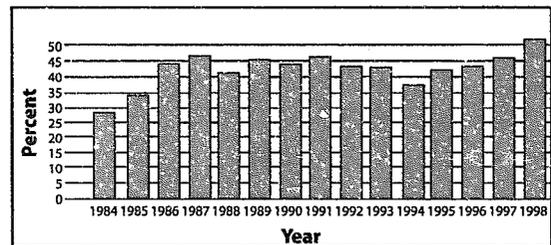
- Improvements in fish and wildlife habitat and water quality, except Seekseequa Creek.
- Fewer wild salmon and steelhead available for harvest.
- Lower road density and improved soil stability with land base returned to production.
- Better protection of forest resources through sustainable annual timber harvest.

- Growing deer and elk populations, more tags issued with stable hunter success.

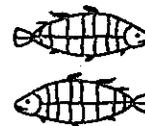
Growing Deer Population



Stable Hunter Success



- More younger trees and fewer older trees seen in the forest, fewer juniper trees seen in the rangelands with better utilization of prescribed fires.
- Rangeland conditions declining, noxious weed problems increasing and more land being used for rural housing.



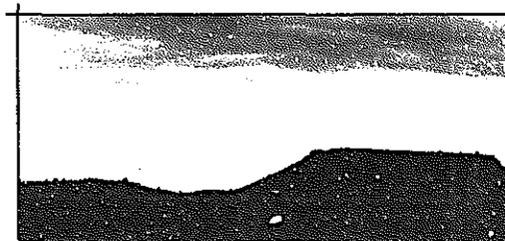
Issues

- Wildlife trend surveys for deer, elk, cougar, eagles, osprey and spotted owls.
- Four water guzzlers, five wells, 20+ springs, and 8 solar pump water troughs developed for big game and livestock, and 10 livestock corral renovations.
- Fencing along Highway 3, and several grazing pasture divisions, and habitat conservation and enhancement project fences.
- Negotiations for ceded land antle, less deer and elk tags for ceremonial and subsistence uses.
- 1995 Tribal Fish Recovery Plan developed and utilized with redd counts for spring and fall chinook, summer steelhead and bull trout.
- Equine Infectious Anemia (EIA) Program implemented in cooperation with federal and state agriculture departments.
- Cultural Resources Program development and assumption of SHPO responsibilities with numerous cultural, historical and archaeological surveys completed.
- In-lieu and access sites on the Columbia River acquired and are being developed, and key tracts of land acquired within and adjacent to the reservation.
- Soil Survey and Wetlands Inventory completed.
- Several key tribal ordinances developed including the 1984 Agriculture and Range Management Plan (Ordinance 66), the Integrated Resource Management Plan (Ordinance 74), Flood Ordinance 77, Water Quality Standards, Beneficial Uses and Treatment Criteria (Ordinance 80), and Implementing Standards for Ordinance 80 (Ordinance 81).

- Full management authority for the McQuinn Strip was restored to the Tribes in 1992.
- The Integrated Resource Management Plan (Ordinance 74) implements standards (rules) and best management practices (guidelines) to be used in overseeing natural and cultural resources.
- Water negotiations with the federal government and the State of Oregon over the last several years were settled without litigation.

NEW ISSUES

- Dealing with the Endangered Species Act (ESA).
- Relicensing of the Pelton-Round Butte Hydroelectric Project.
- Utilization of ceded rights due to access issues, concerns with other uses and encroachment of development.
- Monitoring and enforcement concerns related to natural and cultural resource protection.



"We shall, as we always have, live in balance with the land and never use more of our precious natural resources than can be sustained forever."

Citation from The Confederated Tribes'
Declaration of Sovereignty

NATURAL RESOURCES

ONGOING ISSUES

How should natural and cultural resources be managed and protected while providing balanced opportunities for housing, economic development, employment and recreation?

How can the community be better informed and educated about natural and cultural resources?

How should transportation and road systems be managed?

Operational Goals, Cont'd.

- Energy generation contributes to self-sufficiency and protects tribal interests without causing severe damage to resources.
- Mineral areas are managed in an environmentally sensitive manner for long-term use.
- The tribal membership understands and actively participates in natural and cultural resource management.

Other Priorities

FACILITY ISSUES

- Development of the consolidated Natural Resources Branch compound.
- Other facility needs identified in Land Use, Transportation, and Community Plans chapter.

Areas of Responsibility

Natural Resources Administration:

Manage, conserve, and protect the Tribe's natural resources including water, fish, wildlife, land, forest, range, agriculture, and cultural resources. Provide oversight for sovereign, treaty and reserved rights within reservation, ceded, usual and accustomed, and ancestral lands.

Water and Soil Resources:

Protect, preserve and manage watersheds, water quality and the use of tribal water and soil resources.

Fish, Wildlife and Parks:

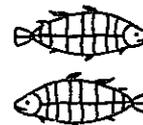
Manage and protect the Tribes' fish and wildlife resources. Manage outdoor parks and recreation facilities.

Range and Agriculture:

Manage and protect tribal rangelands. Assist in agricultural land production and livestock management.

OPERATIONAL GOALS

- Natural resource management must strive to reach a balance in the protection, use and enhancement of all resources as sustainable assets available for cultural, subsistence, economic and social purposes or opportunities for present and future generations.
- Follow the Integrated Resource Management Plan (IRMP) standards and best management practices (BMPs).
- Recreational, agricultural and other natural resource-based development supports employment for tribal members and provides a source of revenue for the Confederated Tribes.



Areas of Responsibility, Cont'd.

Land Operations:

Provide federal oversight, technical guidance and assistance in managing natural resources on tribal and allotted lands. Provide coordination for environmental compliance of federal actions and activities.

Forestry and Fire Management:

Planning and management for the sustainable production and use of forest resources. Plan and implement fire suppression and assist in resource enhancement programs.

Geographic Information System (GIS):

Manage the geographic system database utilized in planning and managing tribal resources.

Cultural Resources:

Survey, record and protect cultural resources.

Policy and Planning:

Provide advice and support on natural resource and intergovernmental policy affecting sovereign, treaty and reserved rights.

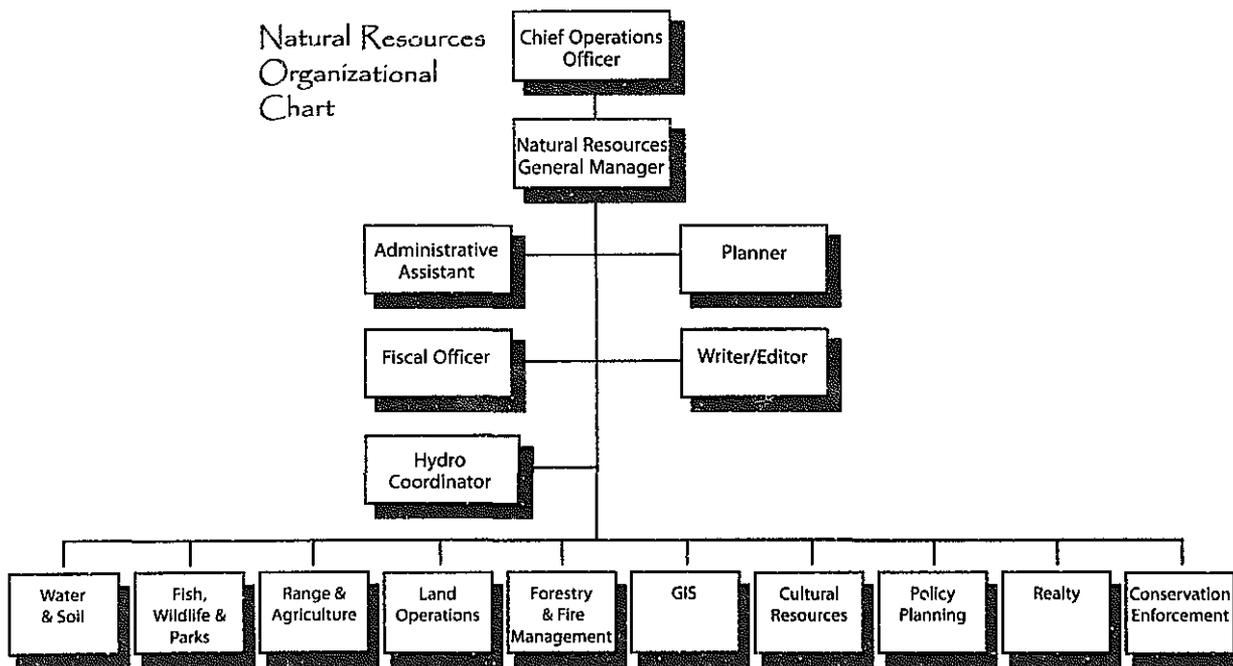
Realty:

Protect trust title through supervision of leases, sales, easements, probates and wills.

Conservation Enforcement:

Manage the ranger program to enforce natural resource laws.

Natural Resources
Organizational
Chart



LEGIBILITY STRIP



PUBLIC UTILITIES & HOUSING

COMMUNITY VISION FOR PUBLIC UTILITIES & HOUSING

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

We have safe, sanitary and affordable housing and we are responsible for maintenance and upkeep of our homes. We have adequate community water and wastewater systems, solid waste and recycling facilities for our communities.

GOALS AND BENCHMARKS

RELATED COMMUNITY GOALS

We preserve, protect and enhance our cultural, environmental and natural resources.

Our homes and community meet the needs of people and we have various choices of where to live.

- Living accommodations and home buying opportunities are available to the community at large (i.e.; public and private enterprises).
- Cooperation and positive communication occurs with all departments, branches and the community.
- Quality public facilities, utilities and infrastructure are available to meet the needs of the Warm Springs Reservation and other property.
- A comprehensive environmental health program is implemented to promote public health and safety while committing to and promoting tribal values.

Public Utilities & Housing have a lead role in the following Community Benchmarks:

12. Percentage of new homes constructed which meet current construction codes.
13. Number of acres allocated/zoned for housing development.
14. Number of homeless enrolled members.
15. Number of housing units on the reservation.
16. Percent of crowded housing units.
17. Number of vacant residential building sites served by adequate infrastructure.
50. Number of acres zoned with infrastructure for commercial/retail use.
51. Number of acres zoned with infrastructure for industrial use.

PUBLIC UTILITIES & HOUSING

Changes, Trends & Accomplishments Since 1983

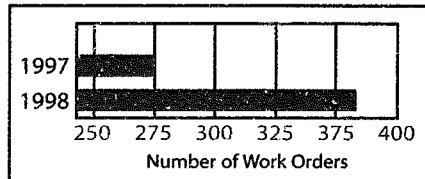
CHANGES SINCE 1983

- Indian housing shifts from public housing (HUD) to block grant process as a result of NAHASDA 1996, which places more planning flexibility with the Tribes. In 1969, the Public Utilities branch existed as rehabilitation. It now has several departments including water, wastewater, solid waste, facility management, sanitation, vehicle pool and project engineering.
- In 1969 the Tribes leased all vehicles from GSA. We now have a tribal fleet that consists of 98 vehicles.
- In 1969, the sanitarian was an IHS position. It is now a 638 position. Recycling started and was taken over by the Tribes.

TRENDS SINCE 1983

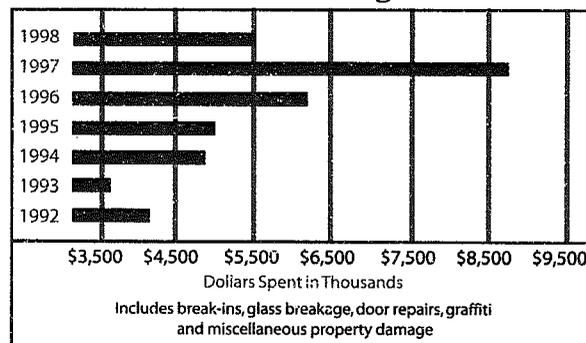
- Increasing number of tribally managed buildings.
- Increasing number of services requested from utilities and environmental health.

Utilities Work Orders are Increasing



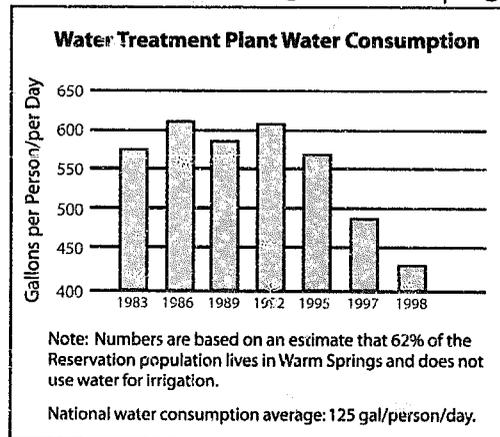
Increasing costs due to vandalism throughout the community.

Vandalism Costs are Increasing



- Increasing solid waste generation per capita.
- Increasing water use.

Water Use is Increasing in Warm Springs





Trends Since 1983, Cont'd.

- Increasing number of tribally managed buildings (1998 = 62 buildings.)
- Increasing injury prevention activities.
- Increasing home repair and maintenance costs for tribally managed homes and buildings.
- Increasing number of families and individuals needing homes.
- Increasing number of homes on the reservation (1983-676 homes, 1994-900 homes).
- Decreasing dollars spent on capital budget and infrastructure.
- Decreasing equipment maintenance and replacement.

ACCOMPLISHMENTS SINCE 1983

- One- and five-year housing plans have been completed.
- Drinking water delivered to consumer meets or exceeds current Environmental Protection Agency standards.
- Recycling started in 1994.
- Agency Wastewater Study completed.
- Landfill site selected.
- New clinic building completed through Joint Venture Project.
- Water system operators are all certified.
- New utilities shop completed.

Issues

RESOLVED ISSUES

- Recycling started in 1994 and taken over by the Tribes in 1998.
- High quality drinking water is provided for the community from public water systems.

ONGOING ISSUES

Housing: Why isn't there more cooperation and coordination among the various departments that have housing issues?

Housing: Why does it take so long to renovate a house for occupancy?

Environmental Health: Why is the animal control position only part-time?

Infrastructure: Is there funding (i.e.; maintenance, upgrade and reserve) for repair and upgrade of rural homes' septic systems and drinking water supplies?

Infrastructure: Have short-, mid-, and long-range plans for infrastructure development and upgrading been developed?

NEW ISSUES

Housing: Is additional funding being provided under NAHASDA and if not, why?

Housing: Is an Indian Housing Plan required to be submitted each year?

Infrastructure: Is anyone on the reservation being charged for water, sewer and solid waste services?

PUBLIC UTILITIES & HOUSING

New Issues, Cont'd.

Infrastructure: Is there a need for a recycling center for glass, paper, metal, batteries, tires, refrigerators, and household and industrial waste?

Facility Management: If additional services are being requested and are expected, why has no additional funding been allocated?

FACILITIES ISSUES

- Facility needs identified in Land Use, Transportation, and Community Plans chapter.

OPERATIONAL GOALS

- Update housing survey, including needs, available homesites and financial requirements.
- Provide technical assistance to homeowners regarding housing matters.
- Reduce time required to repair vacant rentals.
- Evaluate infrastructure conditions and identify needs to meet projected demands.
- Identify financial resource options for long-term development and operation of reservation-wide infrastructure.
- Complete capital building projects in timely manner, including elder care center, new sanitary landfill and access road, agency wastewater treatment facility and natural resources office complex.
- All departments communicate and work in cooperation.

Areas of Responsibility

Public Utilities & Housing Team:

Manage all aspects of development and maintenance of tribal facilities, housing, grounds, vehicles, roads, water and sewage systems, sanitary sites and waste disposal facilities.

Vehicle Pool:

Develop programs to monitor and promote vehicle maintenance, safety and controlling operating costs.

Building Inspector (Supervised by BIA):

Perform various inspections of building construction and other types of construction work and/or repairs. Ensure construction is in compliance with tribal, state and federal codes, regulations, ordinances and laws.

Sanitation & Landfill:

Supervise daily operation and management of the solid waste facility to ensure regulatory compliance and environmental health and safety. Coordinate the disposal operation.

Housing Administration:

Plan, organize, direct and coordinate the activities of the Housing Authority. Plan, develop and implement housing programs to aid Indians and non-Indians living on the reservation.

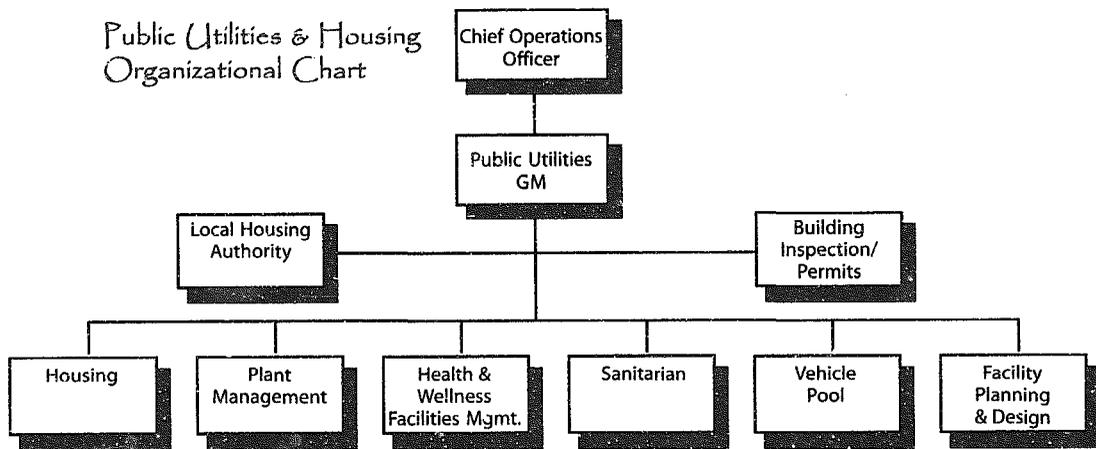
Other Areas of Responsibility include:

Senior Citizen Home Repairs, Water/Wastewater, Rural Water System, Plant Management, Janitorial, Tribal Building Maintenance, HIP Administration.





Public Utilities & Housing
Organizational Chart



LEGIBILITY STRIP

LAND USE PLANNING



TRANSPORTATION & COMMUNITY PLANS

COMMUNITY VISION FOR LAND USE, TRANSPORTATION & COMMUNITY PLANS

COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, stand forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

Visions and goals for the reservation's communities need to be developed by each community. This chapter of the Comprehensive Plan identifies the departments and committees responsible for working with the communities.

Vision and goals for the reservation's transportation system also need to be developed through community participation.

GOALS & BENCHMARKS

- We preserve, protect and enhance our cultural, environmental and natural resources.
- We are a healthy, safe, productive and knowledgeable people.
- Our growing economy meets the income, employment and business needs of our community.
- Our homes and community are sources of pride and we have various choices of where to live.

RELATED COMMUNITY GOALS

Our growing economy meets the income, employment and business needs of our community.

Our homes and community are sources of pride and we have various choices of where to live.

Land Use, Transportation and Community Plans have a lead role in the following Community Benchmarks:

13. Number of acres allocated/zoned for housing development.
15. Number of housing units on the reservation.
17. Number of vacant residential building sites served by adequate infrastructure.
21. Percent of reservation land maintained in its natural state.
50. Number of acres zoned with infrastructure for commercial/retail use.
51. Number of acres zoned with infrastructure for industrial use.

LAND USE, TRANSPORTATION & COMMUNITY PLANS

Changes, Trends & Accomplishments Since 1983

CHANGES SINCE 1983

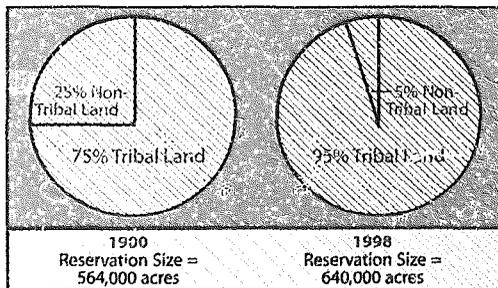
A multi-disciplinary approach to land use planning is now used in the integrated resource management planning process (IRMP).

TRENDS SINCE 1983

Increasing Trends:

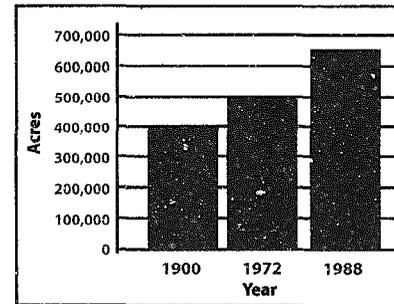
- Increasing traffic volumes and congestion on both local roads and Highway 26.
- Increasing demand for road maintenance, including snow plowing services.
- Increasing demand for housing and homesites.
- Increasing demand for parks and playgrounds.
- Increasing demand for business sites.

Reservation Land Consolidation



- Increasing infrastructure needs for community development.
- Increasing demand to use ceded lands for gathering roots, picking berries, hunting deer, fishing.
- Increasing tribal ownership and consolidation of land.

Increase in Land Base



Decreasing Trends:

- Funding to meet community infrastructure needs, including transportation and utilities systems.
- Fractionated lands.
- Amount of range lands due to rural housing development.

ACCOMPLISHMENTS

- Expansion of housing areas, such as Greeley Heights, Sunnyside and Wolfe Point.
- Development of lands for community facilities, including the museum, wellness center, Early Childhood Education Center, Natural Resources complex, elder center (funded).



Accomplishments, Cont'd.

- Development of commercial lands, including the Plaza, Gaming Center and Redevelopment of Kah-Nee-Ta Village.
- Traffic circulation improvements, including the East Tenino Road extension to Highway 26 and the Hollywood/Campus/Highway 26 realignments.
- Geographic Information System (GIS) program created to support resource and land use planning & mapping needs.

Ongoing Issues, Cont'd.

- **Environmental Protection:** What can be done to protect Beaver Creek from traffic accidents and hazardous spills?
- **Infrastructure:** How will infrastructure improvements, such as public water and sewer, be developed to provide for community and economic development?
- **Off-Reservation:** Do we want to develop our off-reservation properties?

Issues

NEW ISSUES

RESOLVED ISSUES

- The integrated resource management planning process has resolved the issue of uncoordinated natural resource planning and management
- The Confederated Tribes and ODOT have built a cooperative relationship to address issues related to Highway 26.

ONGOING ISSUES

- **Housing and Homesites:** Where can housing be developed to meet the needs of a growing population? How close to forests should homes be built?
- **Land Utilization:** What should happen to land assignments and leases that are not being used?
- **Business Sites:** Where can commercial sites be developed for tribal members to create businesses?
- **Problem Intersections:** When will improvements be made to the Hollywood / Tenino and Tenino/ Hwy 26 intersections?

- **Community Planning:** How will reservation communities participate in planning for their future? (Includes vision, goals, and priorities)
- **Transportation Planning:** How will the community participate in updating the Transportation Plan?
- **Land Consolidation/Resource Protection:** Is our land acquisition strategy protecting our land base, resource interests and future development opportunities?
- **Input from Comprehensive Plan Update Process** (Related to land use and community plans):
 - "Adequate housing with a variety of housing types and sizes"
 - "Sanitary landfill with full-blown recycling center"
 - "Update the Agency Sewer System to accommodate planned growth for the future"
 - "More parks and playgrounds for the youth"
 - "New Middle and High School"
 - "Community support and involvement - get the community together"

LAND USE, TRANSPORTATION & COMMUNITY PLANS

Other Priorities

FACILITIES ISSUES

Highway 26 recommended improvements based on the 1996 Highway 26 Corridor Plan:

1. Tenino Rd./Hwy. 26 Westbound left turn lane.
2. Rest area proposed near Milepost 84 (feasibility study completed.)
3. Place a traffic signal at Kah-Nee-Ta/Paiute/Hwy. 26 intersection.
4. Resurface highway between mileposts 85 and 99 (project completed.)
5. Remove noxious weeds between mileposts 71 and 105.
6. Measures to protect Beaver Creek from contamination.
7. Increase personnel and equipment at Bear Springs maintenance office.
8. "Open Range" signs along corridor.
9. Weather stations/message signs in ice prone areas.
10. Beaver Creek feasibility study (realign Hwy. 26)

Eighteen other projects were recommended in the Highway 26 Corridor Plan, including additional resurfacing, restricting pullouts, adding passing lanes and other safety projects.

Summaries of the recommended improvements are available in the Planning Department located in the Tribal Administration Building.

Facilities Issues, Cont'd.

Community Facilities and Capital Improvement Project Needs:

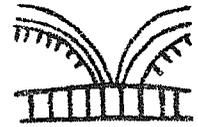
This listing is not intended to be a comprehensive list of needs, nor a priority ranking of projects. An infrastructure and capital improvement plan should be formally adopted as a way to address community facility needs. The Plan would provide a realistic and affordable forecast of financing recommendations and address ongoing maintenance issues.

Infrastructure:

- Warm Springs (Agency) wastewater system improvements.
- Solid waste/recycling center (landfill).
- Kah-Nee-Ta wastewater system.
- Utilities and roads for housing subdivisions.
- Deschutes/Warm Springs Water Treatment Plant improvements.
- Industrial park sewer connection.
- Intersection improvements.
- Community path system.

Community Facilities:

- Elementary school (K-6).
- Middle school/high school.
- Simnasho store/post office.
- Agency fire hall.
- Rural public safety substations.
- Community library.
- Media Center (KWSO, Spilyay, Printing, Theater, etc.)
- Community Wellness Center improvements, including swimming pool.
- Records center.
- Parks and playgrounds.
- Youth camp.



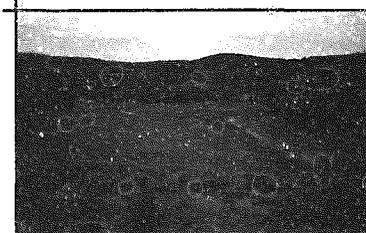
Facilities Issues, Cont'd.

Economic Development Facilities:

- Composite products facility.
- Community bank.
- Plaza expansion.
- Hwy. 26 commercial rest stop.
- Kah-Nee-Ta Village restaurant and Interpretive Center.
- Hwy. 26 Corridor retail.
- Campus retail.
- Recreation/Tourist Facilities.

OPERATIONAL GOALS

- Community planning and land use practices are responsive to the needs of all tribal member user groups.
- The Tribes have a safe and convenient transportation system which supports the reservation's development needs.
- Land use, transportation and community planning processes are coordinated.
- Development is planned in an orderly manner which protects the environment and minimizes conflicts among land uses.



Areas of Responsibility

Organizational responsibility for Land Use, Transportation and Community Planning rests with a number of departments and committees, including, but not limited to, the following:

Land Use Planning Committee:

Lead role for ensuring community and joint committee involvement.

Planning Department:

Lead role for coordinating and facilitating.

Natural Resources:

Key role for mapping (GIS) and resource protection (i.e. wetlands and root areas.)

Utilities:

Key role for utilities and infrastructure planning.

Economic Development and BIA Roads:

Key role for transportation planning and land allocation for business and industry.

Realty:

Key role to ensure land ownership, rights-of-way, zoning and related matters are incorporated. Coordinates land purchase/consolidation initiatives.

Public Safety:

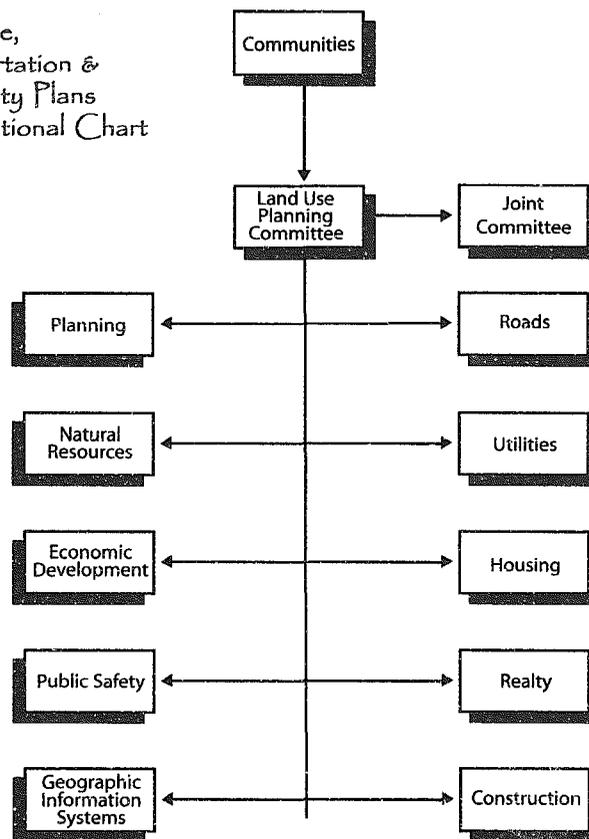
Key role to ensure traffic safety, fire protection and other life or property threatening issues are addressed.

Housing Department and Board:

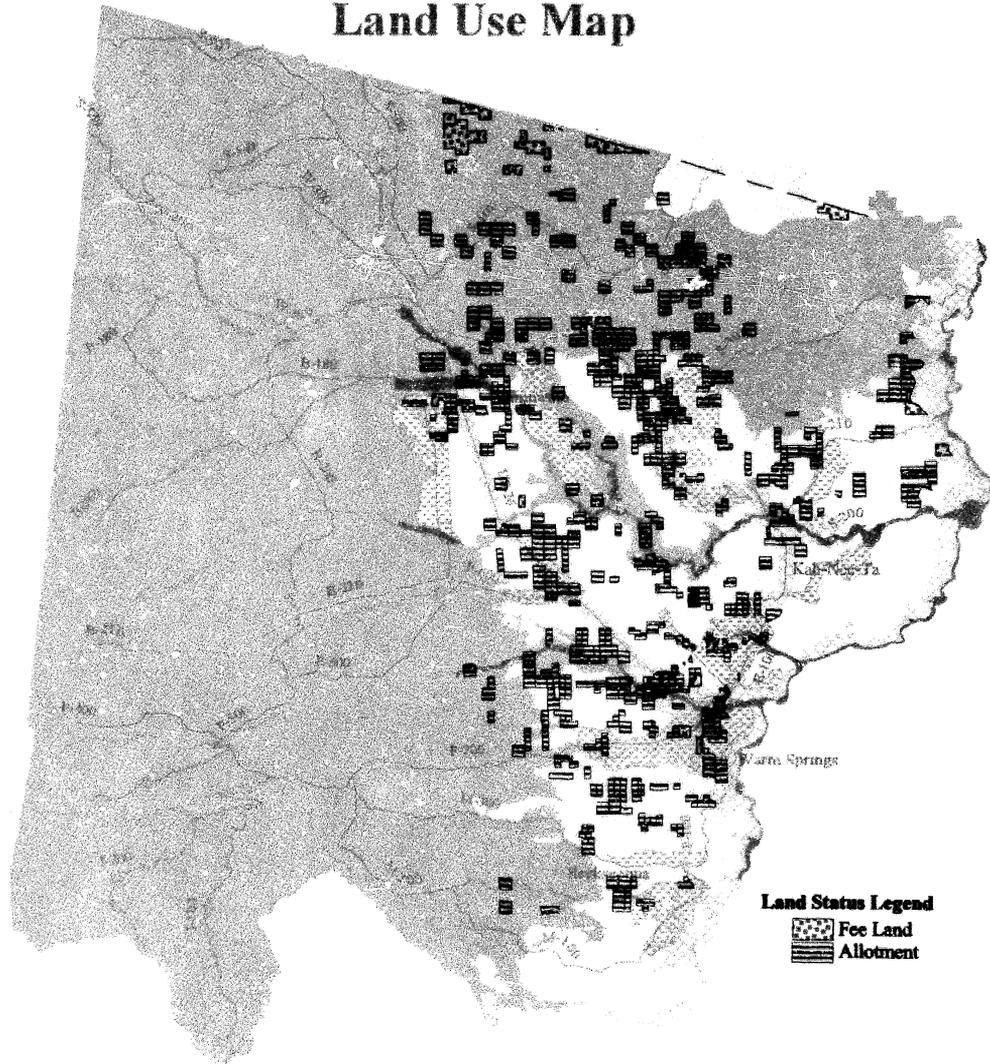
Key roles to ensure housing needs are incorporated into land use allocations.

LAND USE, TRANSPORTATION & COMMUNITY PLANS

Land Use,
Transportation &
Community Plans
Organizational Chart



Land Use Map

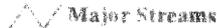


Land Status Legend

 Fee Land
 Allotment

Legend

 Major Roads

 Major Streams

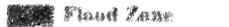
Proposed Zones

 **Visual Zone**
 Primary Land Use:
 Open Space and
 Scenic Preservation

 **Forest Zone**
 Primary Land Use:
 Grazing, Forest and Wildlife
 Management

 **Rural Housing and Community Zone**
 Primary Land Use:
 Residential, Community and Economic
 Development

 **Special Resource Zone**
 Primary Land Use:
 Resource Protection, including
 Open Space, Woodland Watershed
 and Wilderness Areas

 **Flood Zone**
 Primary Land Use:
 Wetlands Management
 and Recreation

 **Range and Agriculture Zone**
 Primary Land Use:
 Agriculture, Ranching, Grazing
 and Wildlife Management

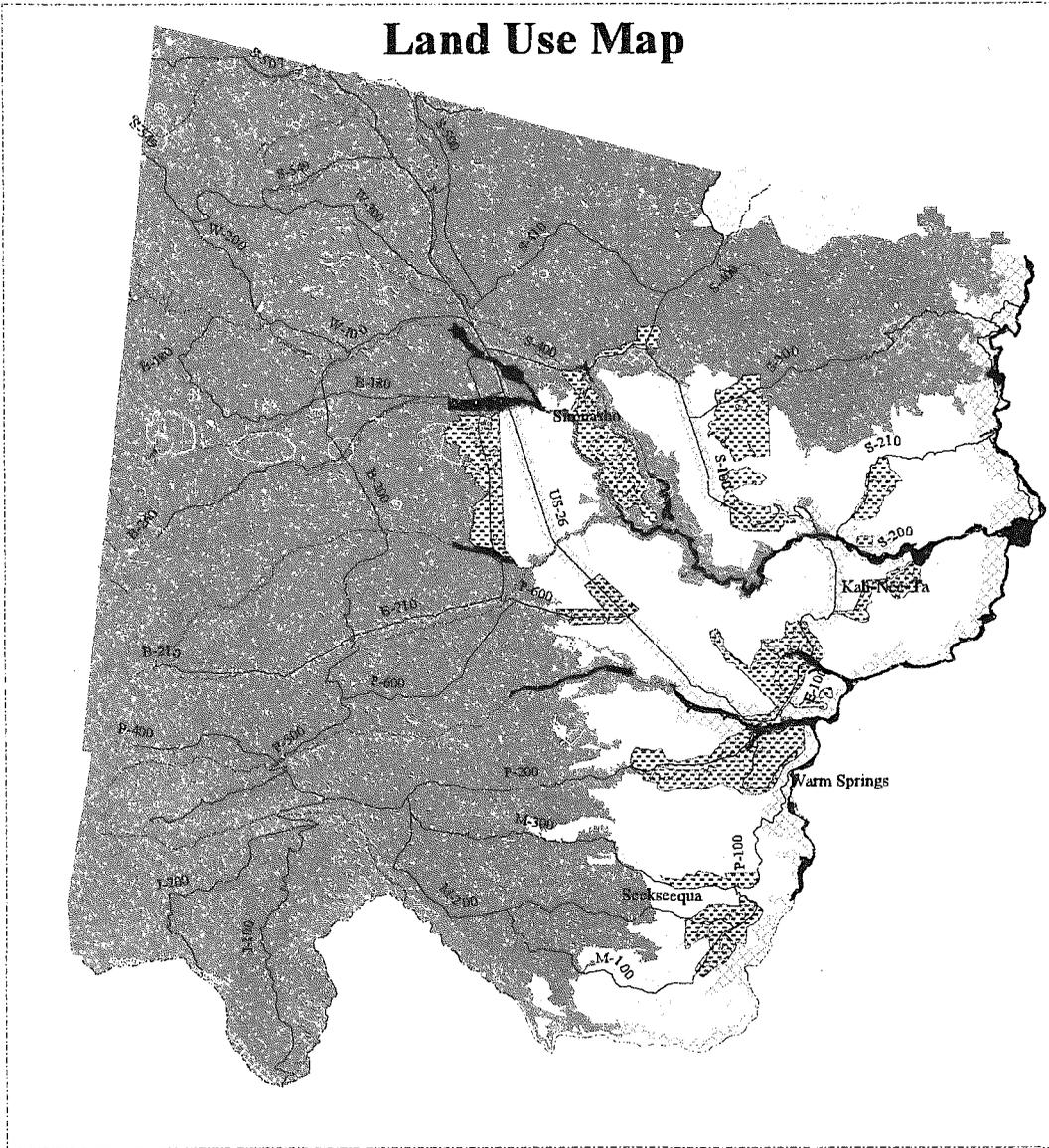


0 5 10 Miles

May 5, 1999

LEGIBILITY STRIP

Land Use Map



Legend

Major Roads

Major Streams

Proposed Zones

Visual Zone
Primary Land Use:
Open Space and
Scenic Preservation

Forest Zone
Primary Land Use:
Crazing, Forest and Wildlife
Management

Rural Housing and Community Zone
Primary Land Use:
Residential, Community and Economic
Development

Special Resource Zone
Primary Land Use:
Resource Protection, including
Alpine, Woodland, Watershed
and Wilderness Areas

Flood Zone
Primary Land Use:
Wetlands Management
and Recreation

Range and Agriculture Zone
Primary Land Use:
Agriculture, Ranching, Grazing
and Wildlife Management



5 0 5 10 Miles

May 5, 1999

KEEPSAKE DOCUMENTS



Important documents should be safely stored in a fire-proof cabinet, safety-deposit box, or other protective place.

So that the information contained in your documents is always at hand, keep copies of your documents with instructions on where the originals are stored, inside this envelope.

LEGIBILITY STRIP